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SNCOs: A Developmental Analysis

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SNCOs: A Developmental Analysis

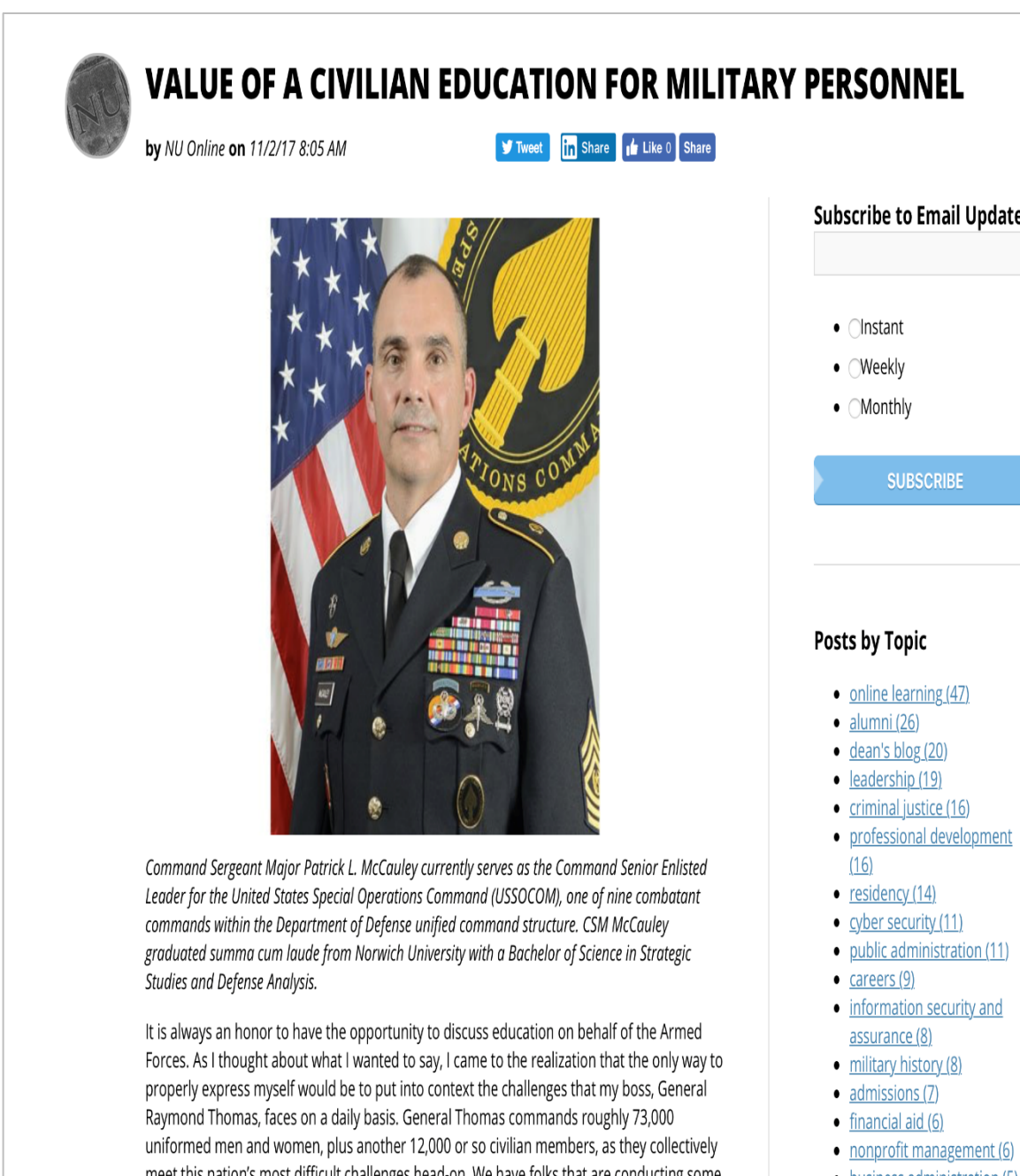
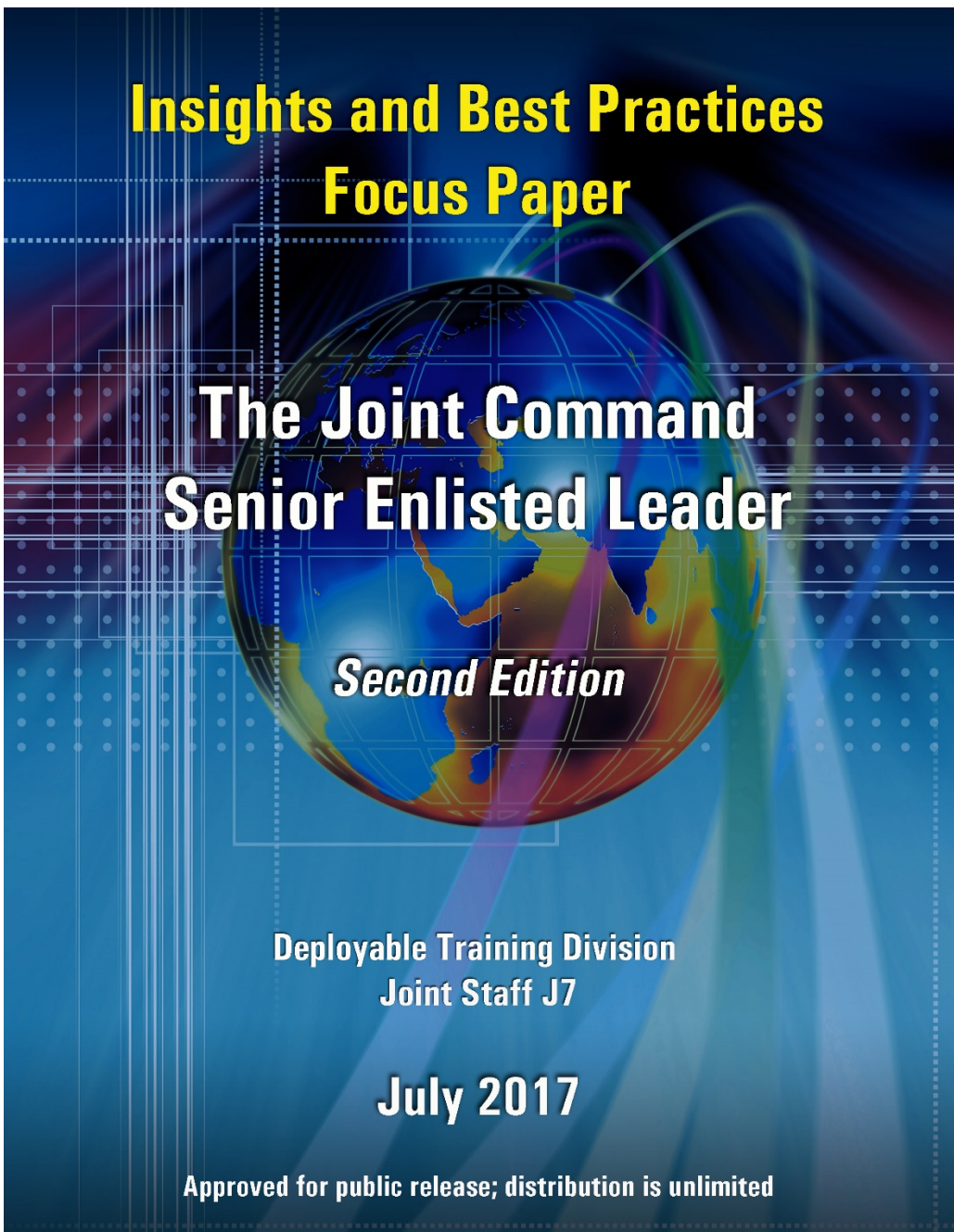


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Background, Question, Argument

- SEAs/CSEs are not made overnight. The military must hire, train, and develop a professional enlisted corps in order to grow them into these positions.
- As the enlisted force takes on greater managerial/technical roles and responsibilities across DoD operations, the right talent, implemented in the right places, and at the right time is critical to success.
- DoD does not have all the answers to employee development. Our strong hierarchical structure values high performance, longevity, positional tenure, and multi-faceted generalists who can succeed across diverse operational environments. Practices of high performing organizations that deliver both goods and services may be a sounding board for future SNCO developmental TTPs.

“SELs must be able to shoot, move, and communicate in both thought and action at the same level as the commanders they support across the spectrum of SOF operations” - SMSgt Eudy’s Viewpoint



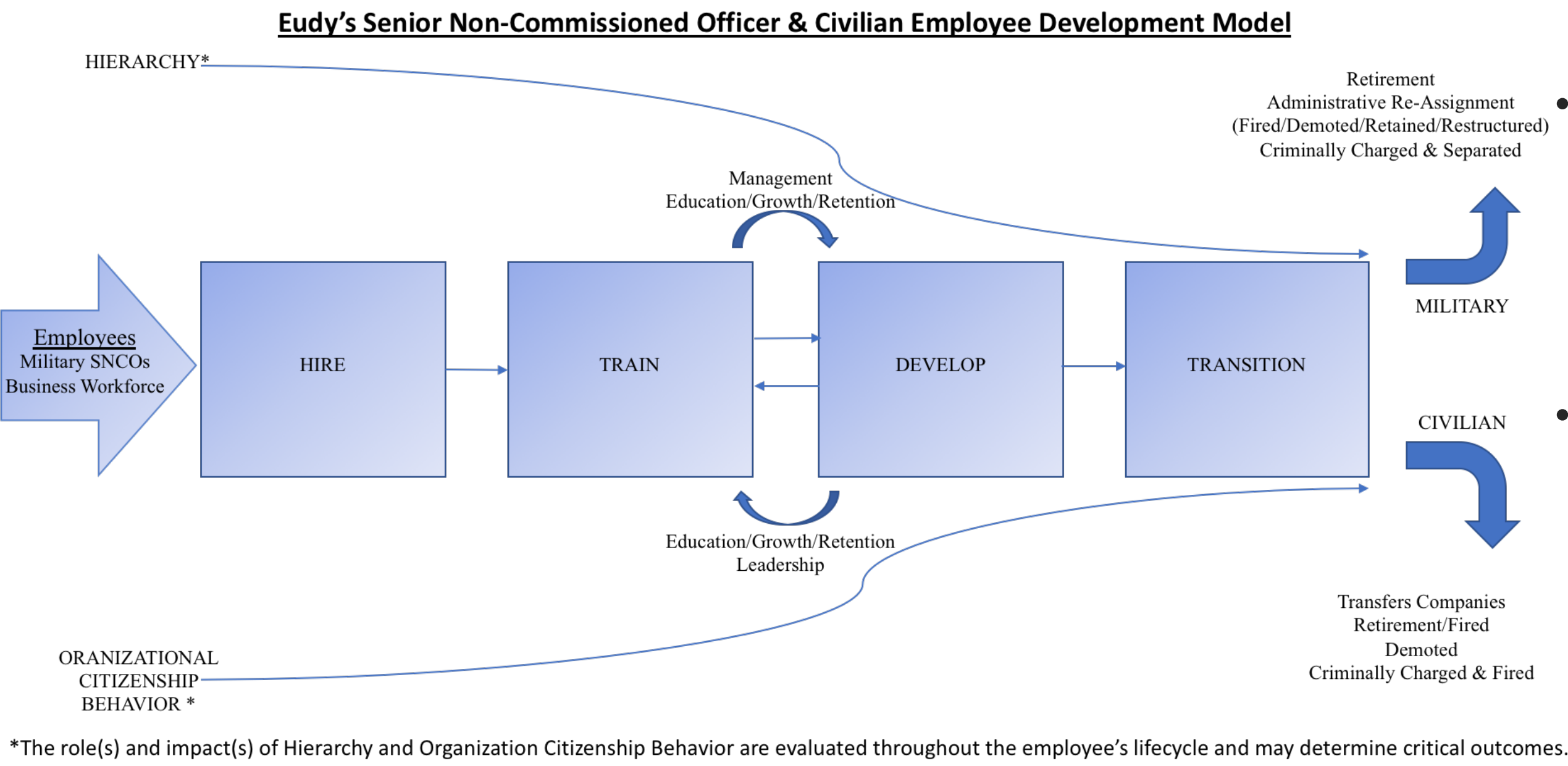
J7 SEL Best Practices Paper Jul ‘17 & CSM McCauley’s Value of Civilian Education Nov ‘17
“Special Operations non-commissioned officers must not only understand strategy and policy, they must have a deeper understanding of the commander’s intent in order to execute disciplined initiative to make informed decisions, often in difficult or unclear circumstances.” –CSM Patrick McCauley

Research design

- Civilian businesses require committed high-performing employees, whereas the U.S. military relies on a professional SNCO corps to provide enlisted leadership and manage operations. Can the U.S. military apply business employee development practices to SNCO development?
- The principals of Hierarchy and Organizational Citizenship Behavior (OCB) act as the viewing lenses to compare and contrast SNCO development with 3 civilian business cases.



- Resources Used: DoD Doctrine/Service Regulations, Civilian Business Journals, Business Case Analysis Books, Executive Memos & CEO Interviews/Podcasts.



***Alex J. Eudy’s Combined Enlisted & Civilian Development Model 2019.**
Note: Hierarchy and Organizational Citizenship Behavior are woven throughout analysis.

Results

- Main take-away: Regardless of position, the U.S. Military must hire the right SNCOs/CPOs. If an individual’s commitment to the organization and work capabilities align properly they can be trained and developed to perform any task(s) deemed necessary.
- Hypotheses supported? Yes, the findings identify that practices are adaptable to DoDs Enlisted Development Construct. However, DoD must be willing to look inward and refine antiquated process to meet talent management constraints whether J1-related or embedded in longstanding cultural norms.
- Surprising reflection: Organizational Citizenship Behavior is a power tool that must be fostered. The act of creating and cultivating an organizational construct that encourages relentless commitment beyond contractual obligations must be unceasing. The Profession of Arms thrives within a strong OCB environment protected by the NCO/PO “Backbone of the Armed Forces.”
- Top policy suggestion: Service 1-functions must push deliberate hiring practices down to the E-7 level for all MOS. Hiring the right individual now takes less time away from the mission than trying to fire an improper hire down the line.

The “So What”

- DoD should take successful proven practices from civilian businesses and implement them immediately into SNCO development where applicable. DoD cannot rely solely on legacy SNCO/PO developmental practices to produce optimum SELs for future dynamic conflict environments.

Next Steps

- Research can continue in the areas of early (enlisted) talent identification, the ethics of selecting *optimum* individuals, and the evaluation of the blurring roles and responsibility lines across Enlisted, LDO, Warrant, and Commissioned Officer Communities.



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